



TASSAL GROUP 2021
Inclusion and
Diversity Policy





Inclusion and Diversity Policy

We believe that a culture of inclusion leads to diversity of experience, perspective and thinking leads to an amazing place to work and unlocks better outcomes for our business, our people, the communities we operate within, our shareholders, our customers, and the consumers.

Tassal Group is committed to an inclusive workplace that embraces and promotes diversity. We value, respect, and support the amplification of the unique contributions our people make to deliver exceptional outcomes across our business. We acknowledge that to be truly successful, we must reflect the diversity of our consumers and the communities we operate within.

That's why Tassal Group fosters a culture that ensures our people are genuinely included and encouraged to bring their whole self to work.

This enables diversity to flourish and creates a better experience for our people, our customers and improves our business performance.

Our stakeholders expect inclusion and diversity to be a cornerstone of our business. And it is.

We have embedded our inclusion and diversity program within our Responsible Business Platform, under the People and Prosperity strategic pillars.

To us, inclusion is more than just gender, and our commitment spans across work style, parental status, sexual orientation, race, ethnicity, language, age, mental & physical abilities, religion, education, personality, skills, experience, knowledge and gender identity. An inclusive culture enables our definition of diversity to expand and mirror societal standards.

This ethos drives us towards a better tomorrow, because we are better together.

Objectives

Our Executive Team are custodians of our inclusion and diversity related ethos, the measurable objectives and are accountable for monitoring and reporting on the businesses progress. Routine disclosure is through our annual Sustainability Report and Responsible Business Platform.

- Ensure we embrace the needs of our current and future team members, so they are comfortable bringing their whole selves to work;
- Ensure we are an employer of choice for people at all phases and life stages;
- Continue to increase the number of females performing senior roles;
- Continue to address systemic barriers that are/could prevent females from progressing to senior roles in both operational and specialist support functions;
- Ensure we are focused on achieving and maintain gender pay equity;
- Continue to recognise and celebrate our multicultural inclusion;
- Grow our workforce to reflect the culturally diverse consumers we serve and communities we operate within;
- Develop meaningful partnerships with mutual benefits that support indigenous communities; and
- Provide people with a disability employment opportunities and career advancement.

Our Principles

Through this policy, our Executive Team, Senior Managers, and leaders are committed to:

- Creating an environment where our team members can be themselves;
- Providing opportunities that allow all our team members to reach full potential; and
- Recruiting, rewarding, developing and promoting based on assessment on individual performance, capability and potential.

Measures and Accountabilities

What gets measured gets done.

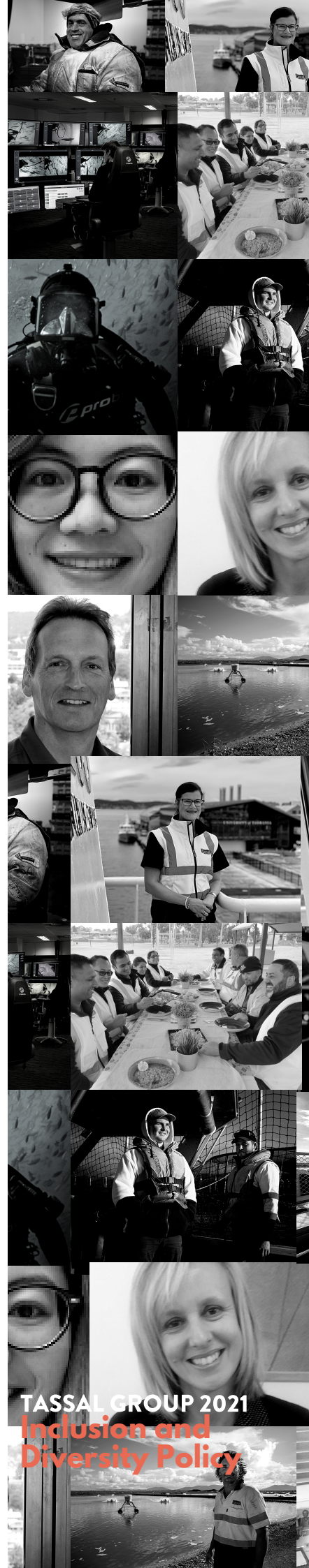
To support our commitment, five guiding pillars have been identified.

These are:

- Be a place where we can be ourselves;
- Building inclusive leadership;
- Bolstering our culturally and gender diverse workforce;
- Being bold on the quest towards gender balance in Executive Leadership; and
- Boosting inclusion, wellbeing and mental health.

Together, this is our Inclusion and Diversity Platform.

Each pillar within the Platform has measurable targets, and monitoring and reporting procedures. Targets will be reviewed annually to ensure they continue to support our evolution.



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Inclusion and Diversity Platform

1. Be a place where we can be ourselves

We are committed to building a culture at work and in our communities where people feel valued, included and can reach their full potential and diversity can be celebrated.



Targets

Development and roll out of an internal I&D event and activity calendar to support celebrations

Ongoing

Develop a plan that delivers a pathway to achieve Top 50 best places to Work

By December

Audit third party accreditations to ensure benchmarks are responsive to trends

Ongoing

Fostering community partnerships with purpose – including minimum of one female sporting focused and one indigenous focused partnership

Ongoing

Identify a member of the Executive to co-sponsor I&D Agenda

Short term

2. Building inclusive leadership

We will build inclusive leaders who can lead diverse teams and working environments that respects diversity and collaboration.



Targets

Deliver at least one inclusion specific masterclass every six months for senior leaders in the business

Every six months

Identify a team member to attend Indigenous Cultural Competency Training to become internal champion

By August 2021

100% of all selection panel members and key leadership team to have completed Unconscious Bias training (with an inclusion focus) by 1 July 2022

Short term

Conduct a compliance audit to ensure leadership team fully understand legal and compliance obligations

By October 2021

Identify key metrics to include in I&D aspect of ESG scorecard

By July 2021

3. Bolstering our culturally and gender diverse workforce

We will attract and retain people with experiences, skills and capabilities from a range of backgrounds including by closing the pay gap between male and female employees for like-like positions and experience.



Targets

Undertake a facility audit to determine if facilities support female and broader cultural including faith needs

By December 2021

Development and roll out of an ongoing I & D friendly recruitment campaign

Ongoing

Investigate the continuation of pay super contributions to parents accessing parental leave

Short term

Zero remuneration difference for like-like positions and experience by gender

Ongoing

Pursue Modern Slavery workplan and outcomes with a focus on supply chains

Short term



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4. Being bold on the quest towards gender balance in senior leadership positions

We are bold in our commitment in support of 40:40:20 vision - we do this respectfully and inclusively for all parties.



5. Boosting inclusion, wellbeing and mental health

We will operate in a psychologically safe and inclusive environment that supports wellbeing and inspires innovation, creativity and critical thinking.



Targets

Partnering with our L&D team to develop Individual Capability Plans with bespoke options (e.g. mentors, training etc) offered for females at or above Manager Leader Level by 1 July 2022

Short term

All selection panels overseeing recruitment of Manager and above must include a minimum of one female candidate that is equally qualified

Ongoing

Targets

Delivery of an enhanced giving & wellbeing program for our people by December 2021

Short term

100% of P & C policies will have a 'simple language cover' & translations (site based prioritised)

Short term

Development and rollout at least one targeted "what matters when it comes to I&D" pulse survey every six months

Ongoing

Establishment of site based I & D 'pathways to connect' networks and 'drivers' for priority topics identified from pulse surveys

Ongoing

Establish "Let's Chat" sessions and a rotation schedule for Executive participation and hosting

Short term

Pathways to be heard

A number of pathways are in development to amplify an equitable share of voice in diversity and inclusion actions.

These include:

- Formation of a Inclusion and Diversity Advisory
- Holding regular six monthly pulse surveys
- Facility audits
- Opportunity audits
- Executive hosted “let’s chat” sessions
- Five Focused Conversations (5FC)
- Celebration of inclusion and diversity events and
- Inclusion and diversity letter boxes on sites for confidential input





Related Policies and Procedures

A project is underway to review existing policies and procedures to ensure a contemporary inclusion and diversity refresh is applied. This project includes reviewing:

- Tassal Parental Leave Policy
- Tassal Hours of Work Variation Policy
- Tassal Leave Policy
- Tassal Recruitment and Promotion Policy
- Tassal Recruitment and Promotion Procedure
- Tassal Training Policy
- Tassal Remuneration Policy
- Tassal Immigration and Migrant Recruitment Policy
- Tassal Immigration and Migrant Recruitment Procedure
- Tassal Managing Conduct and Performance Policy
- Tassal Performance Management Procedure
- Tassal Harassment, Bullying and Discrimination Policy
- Tassal Harassment, Bullying and Discrimination Procedure
- Tassal Harassment Guidelines
- Tassal Code of Conduct Policy

